
Project Management Office

Feasibility Study Summary

Travel & Expense Management System (TEMS)

April 26, 2006

Revision 1.0

Revision History

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Purpose

This document briefly summarizes the OFM Travel & Expense Management System (TEMS) Project Team's activities during the project's Feasibility Study Phase. There are additional project documents on the project web site (use the link below) that describe the activities summarized here in more detail.

<http://www.ofm.wa.gov/accounting/tems/documentation.asp>

The additional documents are:

- TEMS Business Case
- TEMS Project Charter
- TEMS Software Requirements Specification
- TEMS Viable Alternatives
- TEMS Conceptual Approach
- TEMS Recommendation

Business Case

Owen Barbeau, Doug Beam, and Glen Tapanila prepared the Business Case for the Travel & Expense Management Project (TEMS) in May and June 2004. OFM's Portfolio Steering Committee reviewed and evaluated the Business Case and TEMS was approved as an OFM Portfolio Project during summer of 2004. The project would start with a Feasibility Phase to select an alternative, followed by an Implementation Phase.

Groundwork

During customer meeting in March 2005, the OFM team briefed the attendees on the upcoming project. The attendees broke into small groups and documented needs, requirements, and issues. The OFM team collected and published this information.

During the summer of 2005 Owen Barbeau and Denise Tabler documented a set of requirements and the business rules that support them.

Owen, Denise, and Glen worked with Dennis Jones, Statewide Financial System manager, and Sadie Hawkins, OFM Accounting Division Assistant Director to identify possible members for a project Steering Committee and User Group. They identified ten agencies for the User Group and six agencies for the Steering Committee. Representatives from those agencies agreed to participate in the project.

Project Initialization

The Project Kickoff meeting was on September 8, 2005. The Feasibility Phase was scheduled to last until April 2006.

Requirements Review

During September, October, and November, the TEMS Team met eight times with the User Group to review, validate, and prioritize the requirements and business rules.

Identify the Alternatives

In the fall of 2005 the TEMS Team identified the following viable alternatives for a travel & expense management system:

- Build it internally;
- Buy an off-the-shelf product;
- Use an application service provider product;
- Use a standalone instance of the SAP Travel Module;
- Run the SAP Travel Module off the SAP instance that the Dept. of Personnel (DOP) is using.

Roadmap Considerations

The Roadmap Project modeled travel and expense management processes and published recommendations in the fall of 2005. The TEMS sponsor (Sadie Hawkins) and business manager (Dennis Jones) asked the TEMS Team to develop a conceptual approach to implementing TEMS with consideration for the Roadmap recommendations. The TEMS Team spent two months developing the approach, which pushed the Feasibility Phase completion to April 2006.

The recommendations from the Conceptual Approach were as follows:

1. The TEMS design will support the Roadmap recommendations by including these considerations: the concept of “trip”, configurable traveler/agency profiles, and a configurable business rules-based engine.
2. Proceed with the TEMS Project along the current timeline. Do not wait for further work on the Roadmap.
3. Identify the owners, governance structure, and processes for enabling and implementing the Roadmap recommendations.
4. OFM Statewide Financial System and Statewide Accounting staff meet to identify any easy-to-enable Roadmap recommendations.
5. The Roadmap recommendations fall into several groupings. Consider these groupings together. TEMS will specifically address each grouping within its approach and design.

Alternatives Analysis

The TEMS Team contacted vendors who represented each of the alternatives. The vendors received the requirements and presented the TEMS Team with a demonstration, discussion, and any available document describing their products. The TEMS Team evaluated each alternative as to fit with functional and technical requirements, estimated costs, and business and technical benefits.

Recommendation

The Team recommended that OFM build TEMS with internal staff.

However, there are many enterprise benefits to running the SAP Travel Module off the DOP SAP instance. After DOP fully implements the SAP Payroll & Personnel Modules and completes a number of high priority activities, OFM should work with them to examine what it would take to implement the Travel Module. This will be several years away.

Prepare for the Implementation Phase

The TEMS Team created a high-level task list, Project Management Plan, and drafted a Charter for the implementation plan. They began working on a common vision by developing a set of high-level use cases, a data model, and a data dictionary in April and will continue that work as the Implementation Phase begins in May.

After the common vision is framed, the Team will probably cast the project work into sets of phases and will create a detailed work breakdown structure and timeframe based on the task list. The common vision work will probably take through May and June.